



Department of Employment Services (DOES) FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

Mission

The Department of Employment Services (DOES) puts people to work by providing the necessary tools for the District of Columbia workforce to become more competitive.

Summary of Services

DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. The Labor Standards division ensures a safe and healthy work environment for workers in the District, administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses, administers the District's wage-and-hour laws, and provides hearing and adjudication services to settle workers' compensation disputes. DOES's Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round, Summer Youth, Mayor's Youth Leadership Institute, and other youth programs.

Overview – Agency Performance

The following section provides a summary of DOES performance in FY 2016 by listing DOES's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Increased Available Training and Supportive Service Options	Under Director Carroll's leadership, DOES staff was directed to focus on expanding the number and quality of training programs in in-demand industries. Recruitment fairs and training sessions were held for prospective and current vendors, including a comprehensive multi-day training session. Both TechHire and YouthHire were funded using SNAP E and T Funds. The agency is now in a position to provide better assistance to sister agencies whose participants need access to training and supportive services.	Many of the new training programs are employer-led, so completion of the program in many instances is converting to jobs. Residents are experiencing increased supports transportation, health and wellness, financial management.
Increased WIOA Youth Enrollments	The turnaround team is making significant process completing CAP items, and researching and identifying areas programmatic changes in OYP that will lead to continuous improvement.	A turnaround team has been created inclusive of DC Government Employees and consultants and/or contractors to develop a program and service delivery model for the DOES Office of Youth Programs as well as address the High Risk status with the US Department of Labor. The goal is to reach 375 total enrollments by March 2017, 94 ISY and 281 OSY. As of November 15, 2017 enrollments are 90 ISY and 207 OSY.

Increased number of adults who have completed training

Under Director Carroll's leadership, DOES staff were directed to focus on: (1) expanding the number and quality of training programs; (2) improving education of residents about training programs through First Fridays and the WOW van; (3) increase support to residents engaged in training including transportation support, health and wellness supports, financial management and other wrap-around supports.

Data shows more adult residents are completing training programs. The KPI, 'Number of adult participants completing workforce development training programs' increased by 850 from FY15 (1,116) to FY16 (1,956). Additionally, there was a 1,975 increase in customers served in the American Job Centers (AJCs) from FY15 (26,900) to FY16 (28,875). The AJCs have served more customers, referring many to training programs. Outreach initiatives such as First Fridays and the Workforce on Wheels Van have increased residents awareness and allowed them to take advantage of DOES programs and referrals.

In FY 2016, DOES had 14 Key Performance Indicators. Of those, 0 were neutral, and another 1 were not able to be reported by the end of the fiscal year. Of the remaining measures, 57% (8 KPIs) were met, 21% (3 KPIs) were nearly met, and 14% (2 KPIs) were unmet. In FY 2016, DOES had 10 Initiatives. Of those, 70% (7) were completed and 10% (1) were nearly completed, and 20% (2) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DOES in FY 2016.

FY16 Objectives

Division	Objective
Agency Management	Improve the Office of the Director, Management and Administration
Labor Standards	Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury/illness.
Unemployment Insurance Programs	Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions.
Workforce Development Programs	Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers.
Workforce Development Programs	Ensure the District's youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace.

FY16 KPIs

Objective: Ensure the District's youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of SYEP Participants referred to jobs	12,000	A					12,130	Met	Funding for 14,000 was not provided this year. The SYEP allocation proved to be a closer estimate to serving 12,000. Thus, this year's target was set at 12,000. The goal was met with a total of 12,130 participants referred to jobs.
Percent of young adults, ages 20-24, who are employed	64	A					59.4	Nearly Met	This data is managed by the US Department of Labor's Bureau of Labor Statistics.

Objective: Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
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Percent of D.C. residents filling new available positions	0	A								Early on in the drafting process for the FY16 Performance Plan the agency made the City Administrator's office aware of the challenge with collecting this data and suggested this KPI should be removed. The agency's Labor Market Information (LMI) Team did not have any historical data as to how the information to calculate the percentage of DC residents filling new available positions was collected. The LMI team was uncertain as to where the data was located or how to confirm the data if located regarding the DC residents who are filling the new available positions.
Job growth per year in the District of Columbia	1	A					101.4	Met		
DC unemployment rate as reported by the USDOL Bureau of Labor Statistics (not seasonally adjusted)	8	A					6.3	Met		This data is managed by the US Department of Labor's Bureau of Labor Statistics.
Private sector participation in the District economy	68.4	A					68.9	Met		
Number of adult participants completing workforce development training programs	1,500	Q	443	437	623	453	1,956	Met		

Number of long-term unemployed residents that obtained jobs through the On-the-Job Training initiative

50 Q 1 36 37 Unmet

The On-the-Job Training Initiative had a soft launch in April 2016, the second quarter of F16. Due to the finalization of legal documents, the hard and/or official launch was in August 2016, the fourth quarter of FY16. Thus, this KPI did not have a full Fiscal Year to reach its goal and does not include a full Fiscal Year's worth of data. Had the program had a full year, as opposed to a five-month soft launch and a two-month hard launch prior to the close of the Fiscal Year, the goal would likely have been met.

Objective: Improve the Office of the Director, Management and Administration

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of mandatory staff agency-wide training opportunities	5	A					5	Met	

Objective: Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	70	Q	72.52	73.45	69.86	72.64	72.2	Met	
District of Columbia re-employment rate as reported by USDOL	57	Q	57.45	55.73	63.21	54.88	58	Met	

Percent of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date	87	Q	81.5	85.54	84.93	78.07	82.3	Nearly Met	The agency's Office of Unemployment Compensation (OUC) has made significant progress in the area of First Payment Promptness over the past two fiscal years, and the goal is to achieve the Acceptable Level of Performance by the end of FY17. The US average this fiscal year (FY) is 84%, while the acceptable level is 87%. In FY15 and FY16, OUC achieved percentages of 82.4% and 82.3%, respectively, which is a significant improvement from the 70.5% in FY14. In an effort to bring our percentage up to the Acceptable Level of Performance of 87%, OUC continues to monitor performance on a weekly basis and address all identified deficiencies.
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Objective: Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury/illness.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of back wages collected from employers on valid wage and hour complaints	97	Q	88.3	95.34	100	83.98	94.6	Nearly Met	Due to the increase in claims additional staff resources have been added for Fiscal Year 2017.

Percent of workers compensation formal hearings resolved within 120 working days	80	Q	74.52	61.54	67.54	59.68	66	Unmet	<p>As it pertains to the industry standard; the statutory requirement for percent of workers compensation formal hearings resolved is measured within 180 days, not 120 days. The agency's leadership in the Labor Standards Division set this new target as an experimental goal aimed to challenge a high performing team to produce the best results in the nation. It is worth noting; the shorter the time-frame for hearing resolutions the lower the indemnity payment to the stakeholder, which positively impacts performance nationally. The difference between 180 days and 120 days is approximately \$12,000 less per claim. In Fiscal Year 2017, a more accurate measure of the efficiency of the process will no longer include the number of days resulted from an approved continuance request by the parties.</p>
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FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
DC unemployment rate as reported by the USDOL Bureau of Labor Statistics (not seasonally adjusted)	A					
Number of Work Opportunity Tax Credits Processed	Q	1,087	3,714	1,592	1,557	7,950
Number of customers visiting the American Job Centers	Q	6,768	7,472	7,163	7,472	28,875

FY16 Initiatives

Title: Implement Vendor (Agency Service Provider) Scorecard

Description: In FY 2017, the agency intends to analyze and publish the training provider performance for FY 2016. The agency will analyze performance data by provider-type and unify metrics amongst sister agencies. The analysis should help to improve job outcomes and retention.

Complete to Date: Complete

Status Update: The attachment submitted for the Second Quarter is still relevant

Title: Implement a Leadership Development Training program for DOES employees.

Description: Agency Management will offer comprehensive professional development and/or management training to all DOES staff. The training will be available to all agency managers, and available to all other staff members striving to improve their potential and advance into management. The training will align with the District's Department of Human Resources (DCHR) learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management. In FY 2015, the agency implemented Strategic Doing, a framework developed by Purdue University, which teaches people how to form collaborations quickly, move them toward measurable outcomes, and make adjustments along the way. It enables leaders to design and guide new networks that generate innovative solutions. It is the strategy DOES is using to implement the Workforce Innovation and Opportunities Act (WIOA) throughout the District of Columbia. A district-wide team coordinated by DOES was trained and is certified as Strategic Doing Practitioners. In FY 2016, the agency will continued to utilize Strategic Doing for WIOA Implementation and intra agency training, as well as created a position and on-boarded a full-time Training Coordinator.

Complete to Date: Complete

Status Update: The agency provided three (3) training opportunities in the third quarter and two (2) in the second quarter for all agency personnel's participation. A mandatory Professional Development training was held on Friday, September 23rd, where all employees participated together for a full day to focus on team building strategies and customer service in order to build a firm foundation for breaking down internal communication barriers.

Title: Continue document digitization efforts for the Administrative Hearings Division and the Compensation Review Board to improve efficiency in the workers' compensation system.

Description: Both the agency's Administrative Hearings Division, which provides formal administrative hearings in accordance with the workers' compensation laws, and the Compensation Review Board, which provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers' Compensation, will effectively convert hardcopy files and records totaling nearly 1 million images into a digital format to further modernize and create efficiency within the workers' compensation system. This effort will create a digital file repository in which DOES users can access all digitized files by entering key search criteria. Furthermore, this effort will reduce the agency's hardcopy paper footprint once files have been converted to a digital format. Completion Date: September 2016.

Complete to Date: Complete

Status Update: Further progress has been made, especially as it pertains to the operation of an electronic system. This initiative has been completed as the OWC Team successfully digitized documents through September 30, 2016. In addition the first phase of development to the new system has been completed by OIT and is operational. Records in the system have been migrated through June 2016.

Title: Increase and track District's employment.

Description: The agency's occupation projections estimate, for 2014 through 2018, an estimated 37,000 additional jobs in the District by 2018. The agency will

track this goal using a combination of data from the Bureau of Labor Statistics (BLS) data and the US Census Bureau. This data contains employment numbers and wages reported by employers covering 98 percent of the US jobs, Quarterly Census of Employment and Wages, and the quarterly number or count of new hires by businesses' age, Quarterly Workforce Indicators. It also could be used to produce estimates by Major Sector Groups and by Ward. This goal should be measured in two different ways. The first is the comparison between the total number of jobs in January 2014 and total number of jobs in December 2017 (numerical and percentage). The second is the comparison between new hires by the businesses' age in 2014's first quarter, and new hires by the businesses' age in 2017's fourth quarter. Please note: Other agencies may have other data sources to utilize, such as the Office of Tax and Revenue.

Complete to Date: Complete

Status Update: Tracking is consistent. Reports and data are provided monthly to the City Administrators' Office for the Mayor's Dashboard. The overall proposed completion date is September 30, 2018

Title: Implement technological solution to provide customers with access to unified reemployment services via a single portal.

Description: Currently, a single point of entry for all Unemployment Insurance (UI) services within the agency's Unemployment Insurance Compensation Division does not exist. The system provides separate interfaces for claimants and employers, while workforce services are offered through another distinct system. This disjointed process increases average UI claim duration, fosters improper UI payments, and hinders rapid reemployment strategies designed to reduce the unemployment rate. The agency plans to implement an Integrated Workforce Registration System (IWRS) that will allow District residents accessibility to unified reemployment services via one portal. Although this integrated system will roll out in a modular fashion, once complete the modules will form a single entry point for District customers. The first module, the Employer Self-Service Portal (ESSP) launched in October 2014. The IWRS combines unemployment benefits and workforce services that will aid UI claimants to promptly return to the workforce, reduce unemployment claim durations, and decrease fraudulent UI claims and payments. Completion Date: September 2016

Complete to Date: 50-74%

Status Update: Originally when this goal was set the plan was to do small enhances pending a system overhaul. Upon review it was determined said plan was flawed. Contractors were not held accountable. A new plan has been developed to fully replace the system with one that integrates Workforce Development. Full completion of this initiative will cross 3 to 4 fiscal years

If Incomplete, Explanation: A new tool has been identified that leverages our current one-stop system and is estimated to be implemented and in use by Fiscal Year 2017.

Title: Track Unemployment Claims Data to gauge the increase of employment, especially for those in underserved areas, to allocate resources and determine the success of programs.

Description: UI Claims data contains individual employment information including their address and zip code. This information can be used to produce estimates by ward. This goal will be measured in two different ways: The first is the comparison between total number of claimants in Ward 7 and Ward 8 in January 2014 and total number of claimants in Ward 7 and Ward 8 in January 2018 (numerical and percentage). The second is to survey Ward 7 and Ward 8 claimants on how they were able to find a job (numerical and percentage). The survey should be conducted online in December 2017.

Complete to Date: Complete

Status Update: Tracking has been consistent throughout the Fiscal Year. Reports and data were provided monthly to the City Administrators' Office for the Mayor's Dashboard

Title: Agency Service Provider Scorecards.

Description: The agency is working with the Workforce Investment Council (WIC) and other key partners to establish performance benchmarks to assess

the effectiveness of training providers. In FY 2015, the WIC continued to implement new eligibility and performance polices, designed to ensure that training providers are accountable for results. In FY 2016, DOES will implement Agency Service Provider Scorecards for all training, job development, job placement and retention contracts, or Human Care Agreements. Success Metrics will be determined based upon the Agency Goals and the criterion established within the Human Care Agreements to measure intended outcomes and quantifiable outputs expected of the service providers. Examples of such criterion are timely submission of required reports; the timely delivery of training services; the achievement of proposed training outcomes, specific to training type; and customer satisfaction. Using the success metrics and the criterion in a formula to calculate the percentage between actual and targeted performance will produce a score or grade for service providers' performance. The Service Provider Scorecards will provide data that will drive decision-making regarding reshaping and renewing Human Care Agreements. The performance outcomes upon which contract payment or compliance will be based, shall include, but may not be limited to the following: Recruitment and enrollment of the total number of proposed participants no later than three (3) months after the contract start date; Number and percentage screened and assessed as job ready; Number and percentage receiving job development and placement services; Number and percentage receiving employability skills training, support, and counseling; Number and percentage placed into full-time employment; and Demographic information of the number and percentage of customers served. Providers will be incentivized for placement beginning at one month of entering the program, 6 months retention, and 12-months retention. For placement and retention of customers and/or clients living in Police Service Areas the Mayor has identified as priorities, additional supplemental incentives will be offered. Completion Date: December 2015.

Complete to Date:

Status Update:

Title: Enhance access to services via mobile units

Description: In FY 2015, the agency used a mobile unit to provide services to residents at the DC General Family Shelter once a week. In FY 2016, DOES will add a second mobile unit to its inventory, creating the Mobile Workforce on Wheels, connecting people experiencing homelessness as well as Ward 7 and 8 residents, to job training and/or education and workforce services. Both buses will be staffed with full-time DOES employees 35 hours a week. Completion Date: December 2015.

Complete to Date: Complete

Status Update: This initiative was completed in the third quarter, Q3, of Fiscal Year 2016. DOES staff was directed to focus on: 1) expanding the number and quality of training programs; improving education of residents about training programs through First Fridays and the WOW van; and 2) increasing support to residents engaged in training including transportation support, health and wellness supports, financial management and other wrap-around supports.

Title: Expand youth programs, job training, and internships and learn and earn programs.

Description: Throughout the agency's Workforce Development Division programs will submit program plans outlining steps to work with the private sector to partner with the Learn, Earn, Advance and Prosper (LEAP) Academy, Summer Youth Employment Program job fairs, and to extend on-the-job training and apprentice opportunities. Completion Date: September 2016.

Complete to Date: Complete

Status Update: OJT is now an active program with 37 participants enrolled. LEAP (government sector) has successfully transitioned 65 trainees into unsubsidized employment. On August 15th, LEAP expanded to the private sector with five (5) trainees, one has on-boarded full-time. Also on August 15th, 40 new trainees began with government partners, totaling 45 new participants

Title: Integration of federal and local youth programs.

Description: During FY 2016, the DOES Office of Youth Programs intends to integrate its federally appropriated Workforce Innovation and Opportunity Act

(WIOA) funds with its local year round youth employment funds to develop a coordinated, streamlined set of programs and services that are designed to meet the needs of the diverse youth population. The integrated program and service delivery model will allow the DOES Office of Youth Programs to better serve more youth, particularly those who fall below the federal poverty guidelines. Through this model, youth will be afforded the opportunity to complete training programs, work experiences, and access services that will help them obtain long-term career success and full-time employment. This initiative includes several key goals: Develop a streamlined youth service delivery strategy for the District with a uniform and transparent intake, enrollment, and referral process; Ensure that all youth, providers, and partners to have a consistent, positive experience; Ensure that all youth programs and services align with the required ten elements of WIA Youth Programs, as mandated by federal law; and Boost our WIA enrollment by 70% and offer more comprehensive support to help youth meet outcomes and improve the District's overall performance. Completion Date: September 2016

Complete to Date: 75-99%

Status Update: Outreach to youth and enrollment has increased. A turnaround team has been created inclusive of DC Government Employees and consultants and/or contractors to develop a program and service delivery model for the DOES Office of Youth Programs as well as address the High Risk status with the US Department of Labor. Youth WIOA enrollments have not reached 287 = 90 In School Youth and 197 Out of School Youth

If Incomplete, Explanation: This initiative was set prior to the negotiation of the Corrective Action Plan with the US Department of Labor. The current expected completion date is September 2017.